



Date: August 7, 2017

To: Patrick H. West, City Manager *PH West*

From: Alejandrina Basquez, Director Human Resources Department *ABasquez*

For: Mayor and Members of the City Council

Subject: Update on Diversity in Hiring

Summary

The City is committed to fostering and advancing inclusion and diversity in the workforce and, believes in equality for everyone.

The Department of Human Resources periodically evaluates the City's hiring practices to ensure best practices and innovative techniques are being used to recruit and retain a qualified and diverse workforce. This memorandum is intended to provide an update on the City's progress on improving workforce diversity within City leadership and permanent full-time positions, as well as an update on City Council report (Item 17-0061) on workforce and applicant diversity data.

Update on Workforce Diversity

The City's ultimate objective is to establish a diverse workforce that is reflective of the relevant labor market and the community. Provided herein is an overview of the City's progress on improving workforce diversity by comparing the City's workforce against a labor market benchmark and comparing the change in demographics between 2012 and 2017. The City's progress in key areas is also depicted in graphs (Attachment A).

In the past five years, the City's efforts have been directed by labor market data purchased from the Biddle Consulting Group (BCG), a well-known and established consulting firm in the fields of test validation and scoring, job and pay analysis, equal employment opportunity plan development, and statistical support. The labor market figures provided by the BCG were derived from a series of calculations utilizing raw census data attained through the U.S. Census Bureau and employment data from the City. BCG used the City's workforce zip code analysis and identified Los Angeles and Orange County as areas where most employees live, and thus, the primary areas for workforce recruitment.

The Labor Market Availability (LMA) availability data includes persons over the age of 16 who are already employed, as well as those recorded as unemployed. BCG excluded occupations unrelated to the City's workforce, such as airplane mechanic and dentist. BCG revised LMA data to provide the City with a customized and reliable benchmark that is reflective of the City's occupations and workforce applicant pool.

The Federal Equal Employment Opportunity Commission (EEOC) places job types into eight major categories of employment, with the Officials/Administrators category representing management positions in the City. This category is defined as occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of an agencies' operations. The category includes: officials, executives, middle management, department managers, superintendents and division heads.

All Job Categories

Currently, the City is at or near parity with the available labor market for most ethnic and gender groups. As of January 1, 2017:

- Citywide employment of minorities into permanent full-time positions has increased by 6 percent since 2012. Overall the City is less than 0.5 percent away from reaching parity with the relevant minority LMA of 59.24 percent.
- Black employment in full-time positions exceeds LMA by 5.58 percent. The City continues to be at parity in every job category, except Protective Services. The City is engaged in ongoing efforts to decrease the gap in Protective Services through targeted recruitment efforts.
- Latino employment in full-time permanent positions has increased by 4.2 percent since 2012. While the City has yet to reach parity with market availability, it decreased the gap from 7.3 percent in 2012 to 3.1 percent in 2016.
- Asian employment in full-time permanent positions has increased by 1.2 percent since 2012. While the City has yet to reach parity with market availability, it has decreased the gap from 1.7 percent in 2012 to 0.6 percent in 2016.
- Female employment in full-time permanent positions has averaged 34.1 percent since 2012. The City has yet to reach parity with the LMA of 46.79 percent.

While the City has yet to meet the LMA for females, Asians, and Latinos, the City continues to make significant gains. Female representation remains a challenge due to the City having traditionally male-dominated job categories, such as Technicians, Protective Services, Skilled Craft, and Service/Maintenance positions. Despite this challenge, the City has continued to employ minorities at a high rate into permanent full-time positions: 55.5 percent in 2013; 56.1 percent in 2014; 56.9 percent in 2015; 58.90 percent in 2016.

Officials and Administrators Job Category

In review of the most recent LMA data for the category of Officials/Administrators, the City is currently at or near parity within the relevant labor market benchmark. The data reflected included is for civilian management only. The employment of minorities in managerial occupations has increased over previous years and Human Resources (HR) is pleased to report that the City has made progress in increasing diversity in City leadership.

Specifically, as of January 1, 2017:

- Citywide employment in Official/Administrator occupations reached parity with market availability in 2016. Overall, the City has seen a 5.97 percent increase in minority management since 2012.
- Black employment in Official/Administrator occupations has exceeded market availability by an average of 4.54 percent since 2012.
- Latino employment in Official/Administrator occupations has increased 2.76 percent since 2012. While the City has yet to reach parity with market availability, it decreased the gap from 6.06 percent in 2012, to 3.30 percent in 2016.
- Asian employment in Official/Administrator occupations reached parity with market availability in 2016. Currently, the City is exceeding market availability by 1.43 percent.
- Female employment in Official/Administrator occupations reached parity with market availability in 2016. The City has seen a 5.6 percent increase in female management since 2012.

Over the past five years, the City has increased the number of minorities and females hired into Official/Administrator positions, and looks forward to furthering efforts. The City is working hard to expand recruiting methods and increase external outreach efforts to professional organizations and minority communities, to continue to hire talented people from minority groups previously underrepresented in the City. Diversity is celebrated in the City, and the benefits of having a diverse workforce are recognized by the community.

Update on Council Item

On February 7, 2017, the City Council requested the City Manager to report back on workforce and applicant diversity data. It was requested the report include information on classified and unclassified employees, and should include demographic data such as gender, race, and age, salary averages, disability, veteran status, and Equal Employment Opportunity (EEO) job category breakdown.

The following is a summary of the progress made on this item and estimated time the report will be submitted to the City Council:

- Human Resources (HR) has reached out to benchmark municipalities to gather workforce statistics to compare with the City's workforce diversity.
- HR is compiling workforce demographic data into charts and graphs modeled after the City of Sacramento diversity report. The charts and graphs will provide an easy to read summary of the diversity status by department.

- The report will include data by demographic categories collected by the City such as: gender, race, age, salary, and EEO job category. The report will address the data that cannot be provided at this time, namely employee disability and veteran status.
- HR is working jointly with Civil Service to summarize the classified applicant data into a meaningful narrative. HR is also reviewing options for analyzing unclassified data, as the City did not have a central repository for unclassified applicant data prior to October 2016.
- In addition to the report requested by the City Council, HR will also be bringing forth the four-year EEO Plan, which provides detailed diversity data by department and includes labor market benchmark analysis.

HR expects to be able to return to the City Council in October with both reports.

Commitment to Diversity Initiatives

The City recognizes that to achieve full labor market representation, it must continue its outreach efforts to recruit qualified applicants that provide full representation of all ethnic and gender categories. The City is working hard to expand recruiting methods and increase external outreach efforts to professional organizations and minority communities. The City also remains committed to adopting best practices to promote diversity and inclusion, while identifying and removing barriers to equal employment opportunities, merit system principles and applicable law. The City is also proactive in its efforts, creative in its approach and adaptable to the ever-changing demographic realities of the labor market. The City has made great strides in ensuring diversity in the workforce. Since 2012, the City has increased its full-time minority workforce to 58.9 percent. The City will continue along the path of utilizing diversity-enhancing programs and activities.

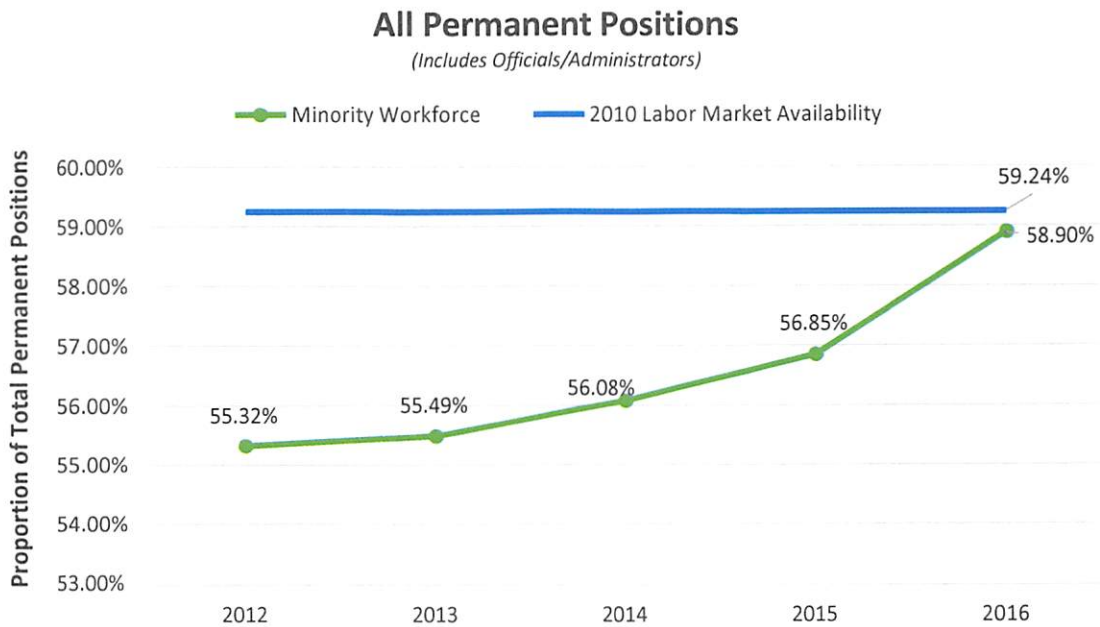
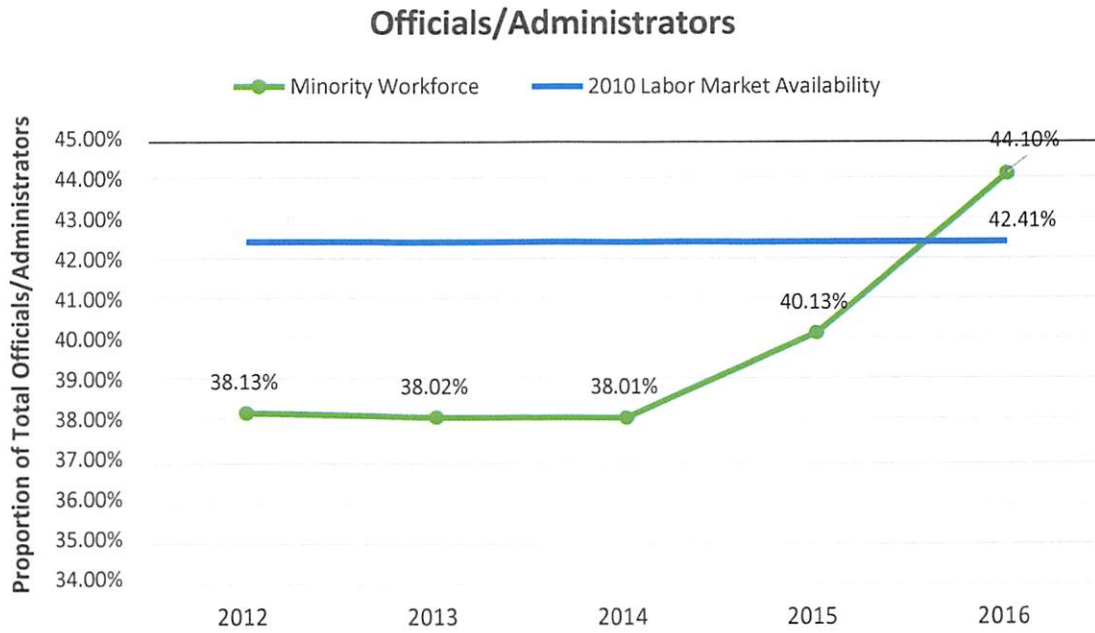
If you have any questions regarding this matter, please contact me at (562) 570-6140.

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ATTACHMENT

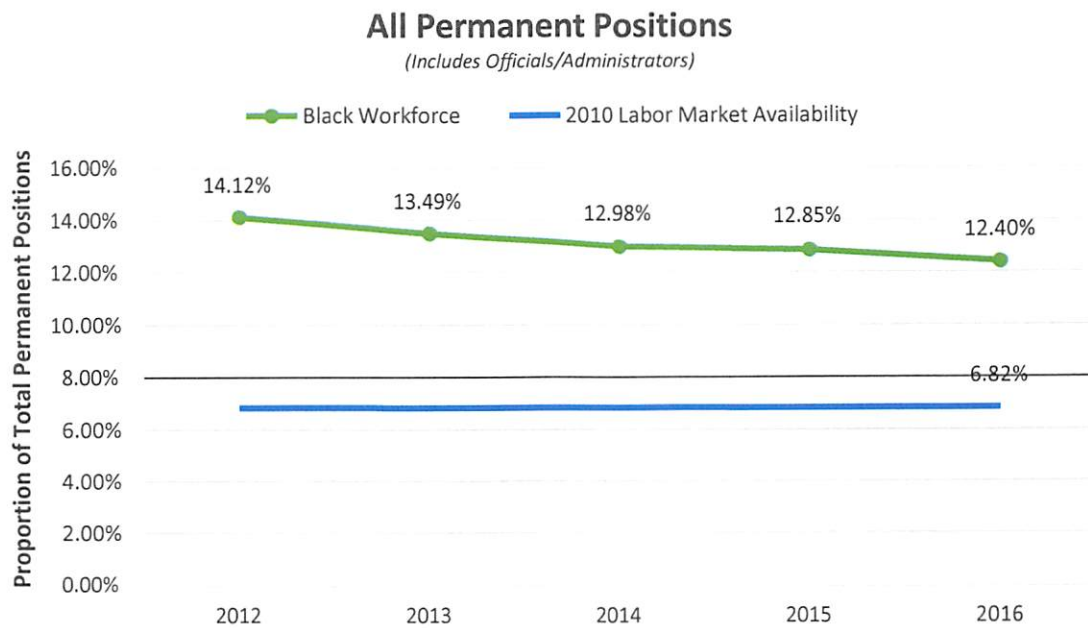
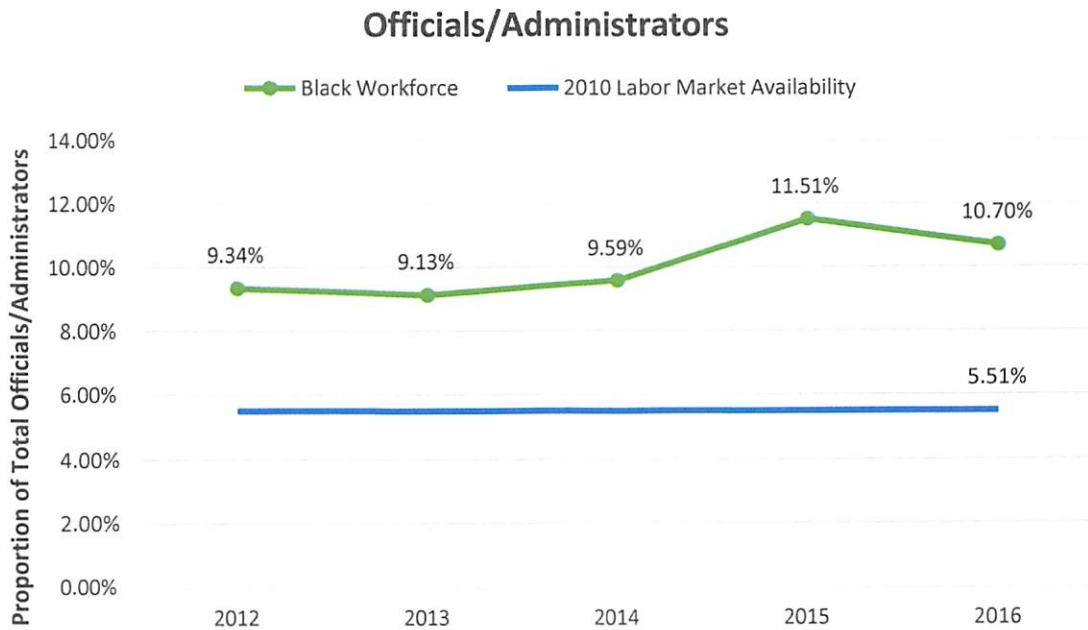
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MONIQUE DE LA GARZA, CITY CLERK (REF. FILE #17-0061)
REBECCA JIMENEZ, ASSISTANT TO THE CITY MANAGER

1. MINORITY WORKFORCE*

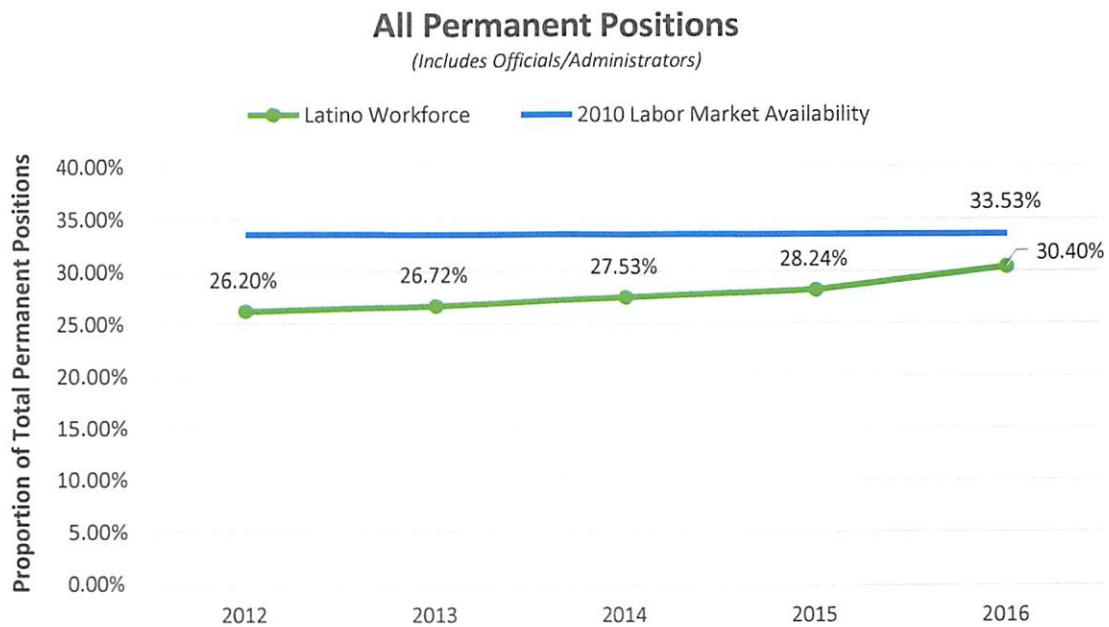
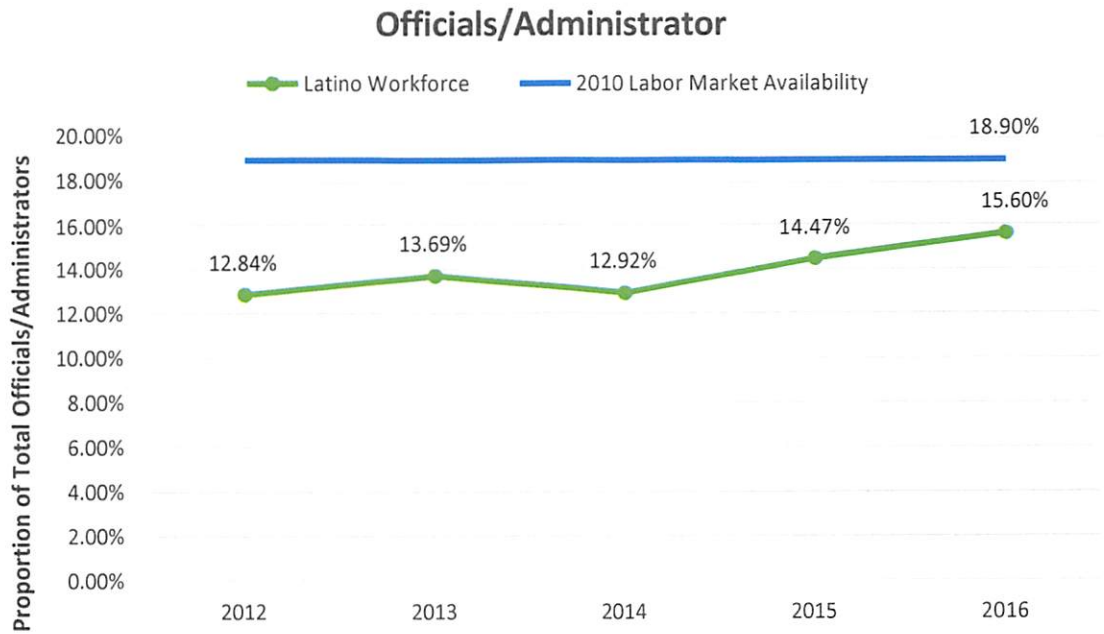


*Minority Workforce includes the following groups: Black, Latino, Asian, and American Indian.

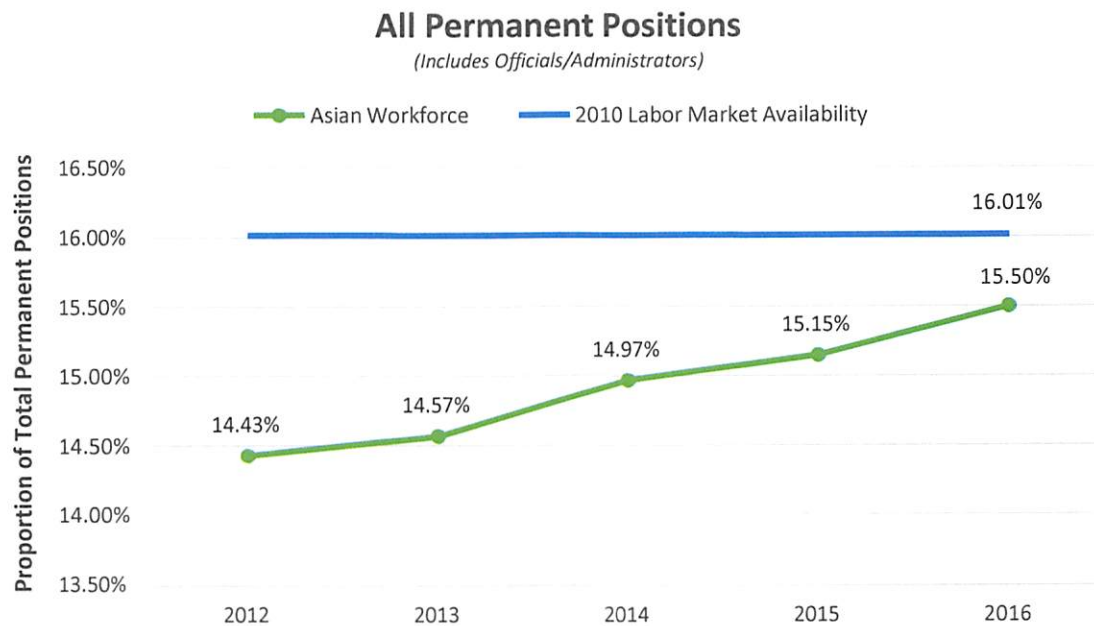
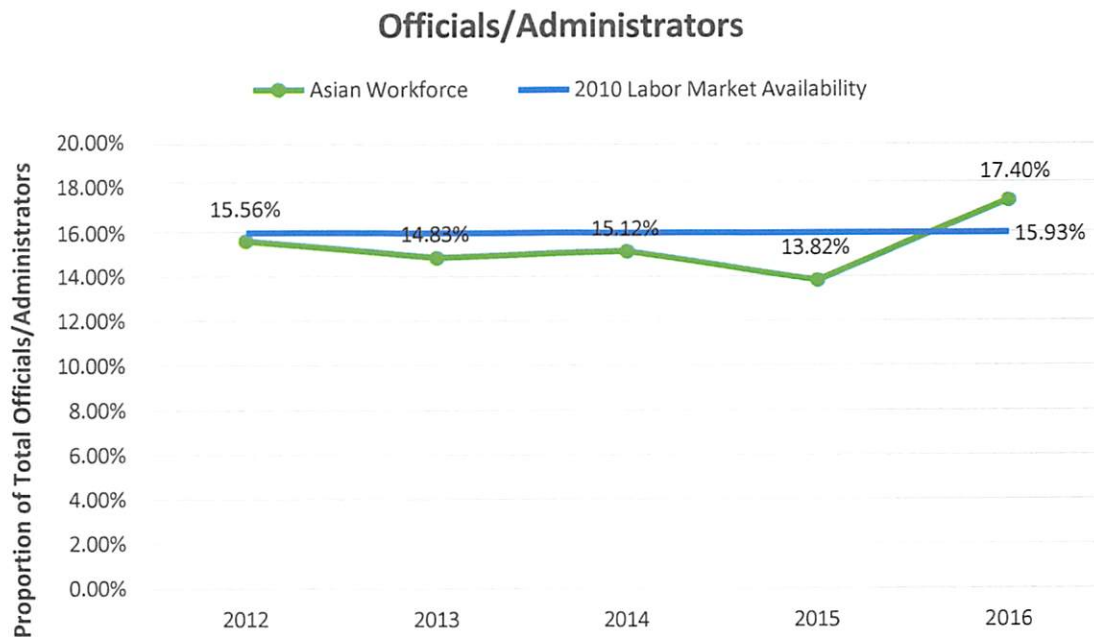
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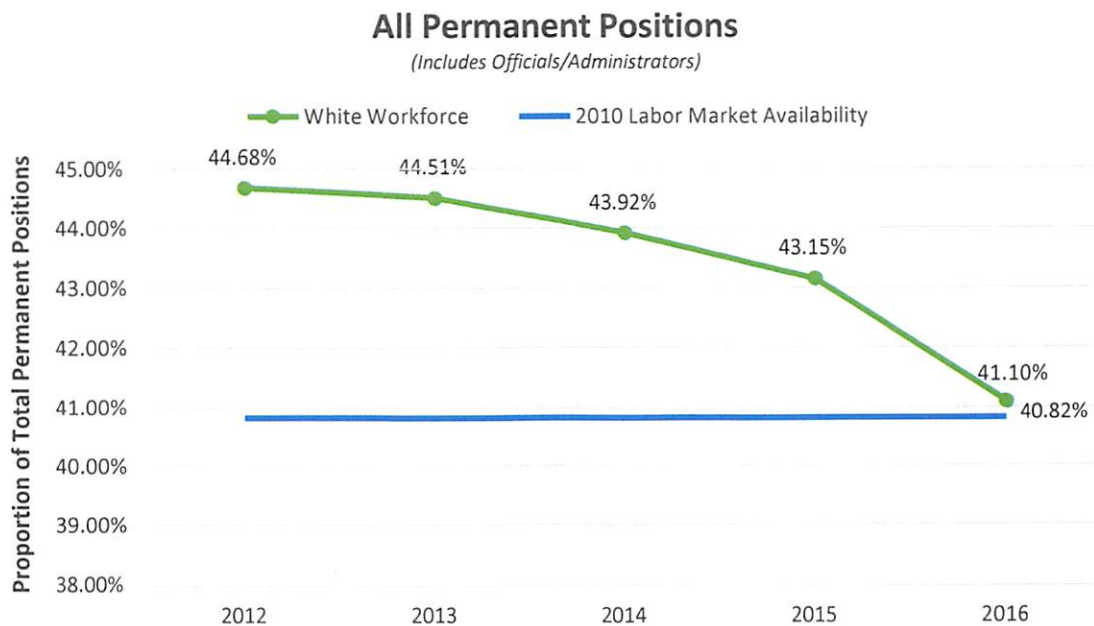
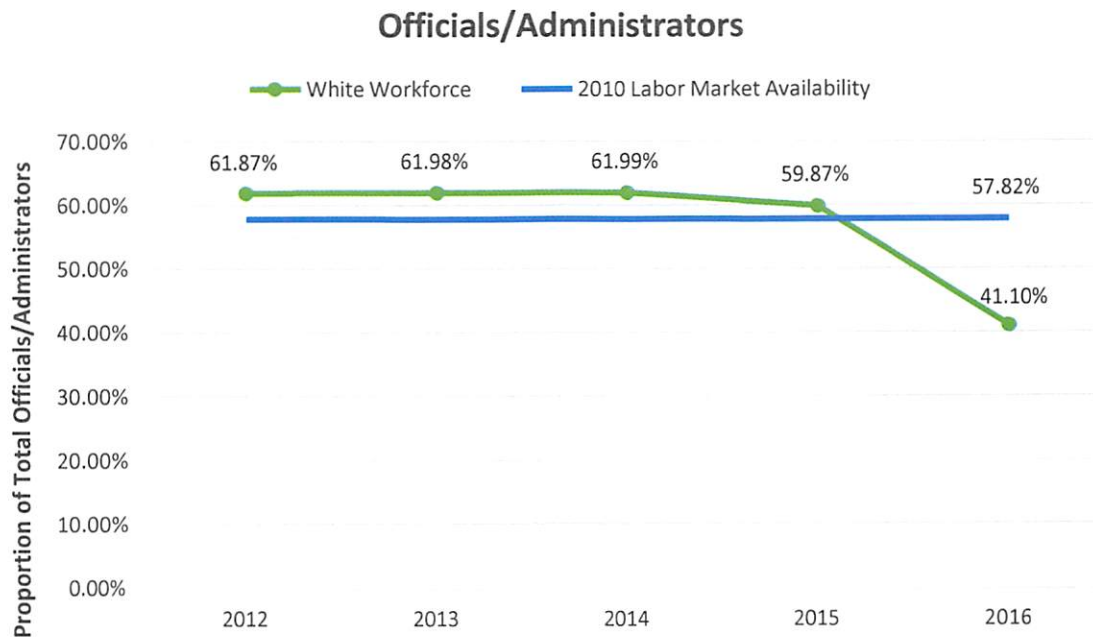
3. LATINO WORKFORCE



4. ASIAN WORKFORCE



5. WHITE WORKFORCE



6. FEMALE WORKFORCE

